

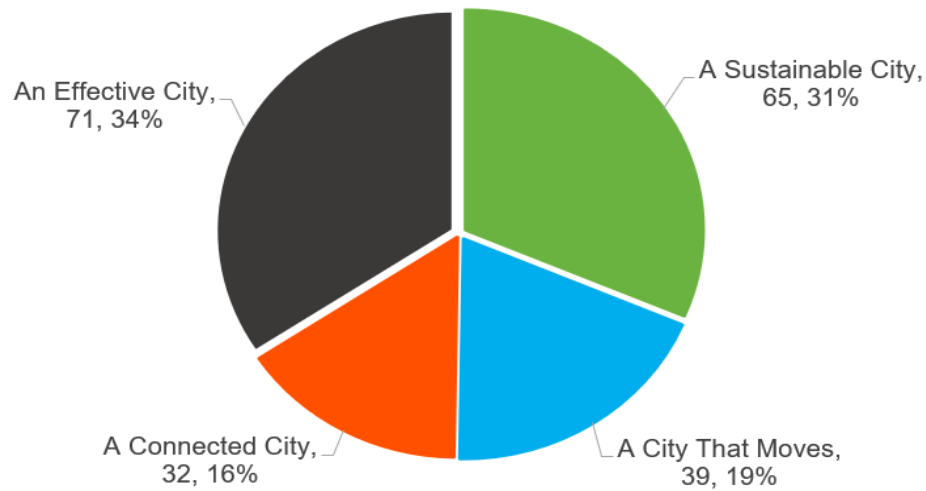


Annual Action Plan

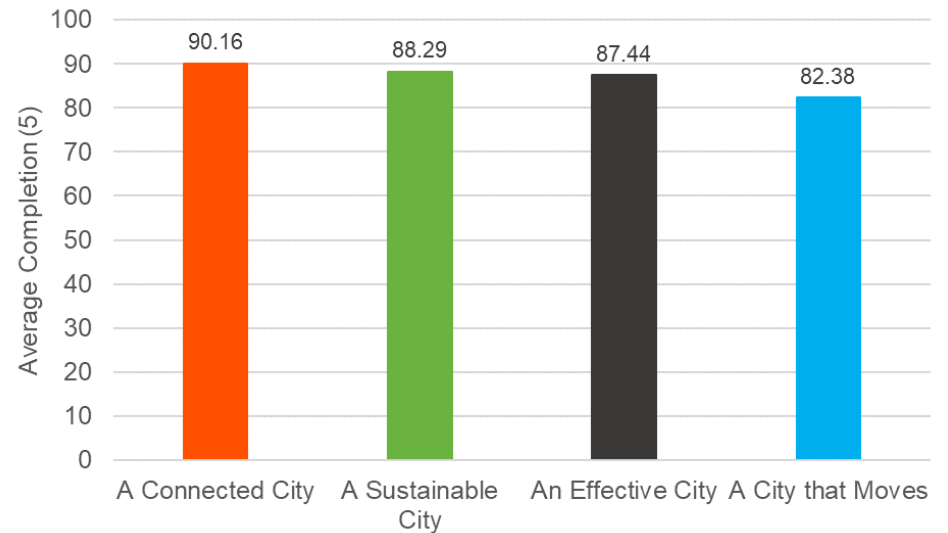
- Progress at a Glance
- Progress Report Q3 2023
- Continuous Improvement Project Updates

Our City Our Future Strategic Plan – Progress at a Glance

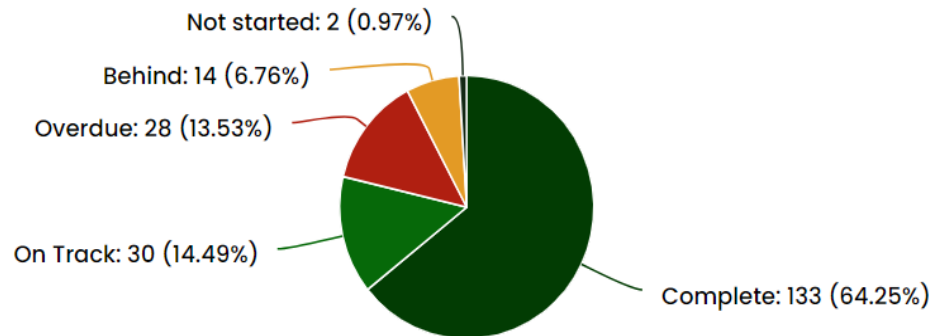
Initiatives per Strategic Direction



Average Completion of Initiatives per Strategic Direction



Status of all Initiatives Since Launch of Plan in 2019



Count Of Goals by Status

11 initiatives have been completed since the last update to Council

- Gleneyre Street Culvert Replacement
- Host Creative City Summit
- Explore digitizing City pavement markings
- Implement annual pedestrian crossing safety program: 3 Location(s)
- Conduct public engagement on future Shared Use Paths
- Galway Village Green (Phase 1)
- Expand the application of electronic field notices in Regulatory Services
- Design and implement orientation for Council
- Create an internal volunteer committee
- Using results from 2022 Resident Survey, undertake a review of public engagement platform and tools
- Improve access to permit application information and status for stakeholders

Continuous Improvement (CI) – Progress at a Glance

CI Projects Outcome Tracker	
Total Lead/Process Time Saved (hours per year)	Total Staff Time Reinvested (hours per year)
111,192	7,079
Average % Change in Lead/Process Time	Sum of Dollar Value of Staff Time Reinvested ¹ (per year)
51%	\$388,427
Sum of Financial Reinvestment (per year)	
\$64,562	

CI projects aim to reduce waste in processes (activities that do not add value from a customer perspective), thereby improving lead time, turn-around time, saving hard costs, and ultimately improving employee engagement and customer experience.

To demonstrate how this is working, the City is using a data collection tool to capture annual outcomes from CI projects. The table above shows the outcomes from a variety of projects, some of which are small in scale but still yield significant results.

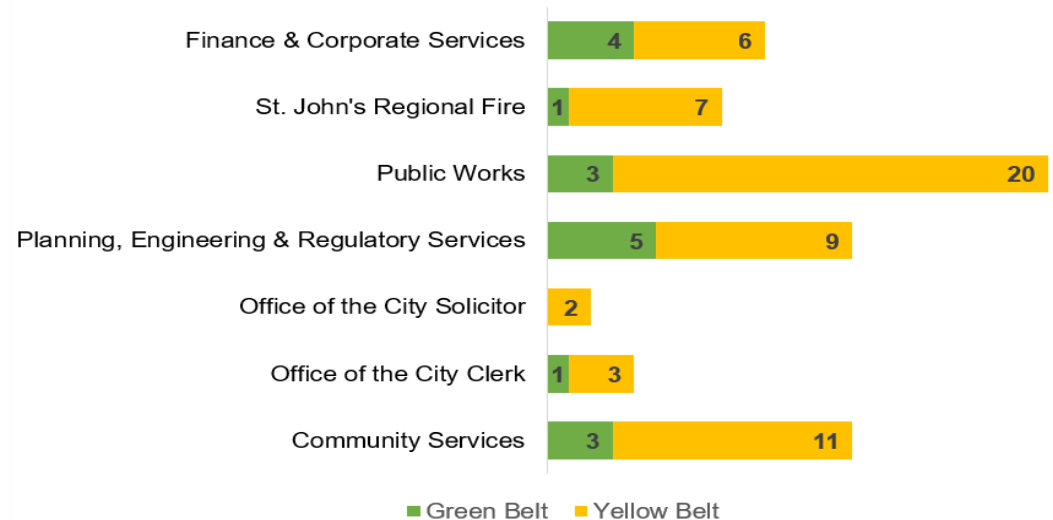
¹ "Sum of Dollar Value of Staff Time Reinvested" has been adjusted to reflect salary increases resulting from new collective agreements in 2022.

4

CI projects have been completed since the last update to Council

- Improve the process used to obtain fleet shop supplies in Public Works
- Standardize the process for class of City Buildings service requests
- Streamline volunteer training
- Improve the supply re-ordering process (SJRFD)

Number of CI Certifications by Type by Department













● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ---→ Indirect Alignment








CITY OF ST. JOHN'S PLAN





A SUSTAINABLE CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Be financially responsible and accountable : 100%		2025/12/31								73%
→ Establish a preventative maintenance program for SJRFD fleet	NEW Council Quarterly Achievements: This initiative is currently identified as part of an audit on the Mechanical Division therefore the Department will wait on the outcome before implementing any future changes. <i>2023/11/14</i>	2023/11/30								0%
→ Develop a Commercial Vacancy Allowance Policy and Align with the Commercial Vacancy Allowance by-law : 100%	NEW Council Quarterly Achievements: Development of the policy is contingent on updating of the commercial allowance by-law. Timelines continue to be moved out awaiting the by-law. <i>2023/11/14</i>	2023/12/31								0%
→ Advance a corporate wide asset management program : 100%	NEW Council Quarterly Achievements: Council Quarterly Achievements: The development of an asset management (AM) program is a multi-year process. Currently: <ul style="list-style-type: none"> • LIS has developed a GIS based tool for input of Building condition assessments and inventory • Facility Engineering continuing to work on data collection • Water & Wastewater (Infrastructure) group working on verifying data records • AM Governance Document is in review • Work on Asset Management Roadmap ongoing • AM strategy development continues <i>2023/11/07</i>	2023/12/31								82%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Develop Asset Management Plans	<p>NEW</p> <p>Council Quarterly Achievements: Council Quarterly Achievements: This initiative is multi-year and data collection is ongoing to support Asset Management plans in the following areas:</p> <ul style="list-style-type: none"> • City Buildings • Fleet • Linear Infrastructure • Roads and Sidewalks <p>Phase 2 Fleet Strategy was approved by Council. Phase 3 will be presented to Council in late 2023.</p> <p>2023/11/10</p>	2024/12/31								18%
→ Complete State of Infrastructure Report	<p>NEW</p> <p>Council Quarterly Achievements: Council Quarterly Achievements: The State of the Infrastructure report preparation will begin in late 2023. The report will be ongoing for several years as data collection continues.</p> <p>2023/11/07</p>	2026/12/31								0%
Plan for land use and preserve and enhance the natural and built environment where we live		2025/12/31								93%
→ Develop a Development Design Manual	<p>NEW</p> <p>Council Quarterly Achievements: Finalized and preparing to present to Council.</p> <p>2023/11/02</p>	2020/12/31								99%
→ Replace subdivision development policy with new development policy	<p>NEW</p> <p>Council Quarterly Achievements: This policy is to be incorporated into the Development Design Manual (DDM) and will be rescinded once DDM is approved by Council.</p> <p>2023/11/02</p>	2021/12/31								98%
→ Wetland Study (Phase 2) - Functional Assessment	<p>NEW</p> <p>Council Quarterly Achievements: Wetland Study work is ongoing and information continues to be gathered. Project is nearing completion.</p> <p>2023/11/02</p>	2022/04/30								99%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Gleneyre Street Culvert Replacement	NEW Council Quarterly Achievements: Project completed Nov. 3, 2023 <i>2023/10/04</i>	2022/10/28								100%
→ Empire Avenue Sewer Separation Study	NEW Council Quarterly Achievements: Delays associated with surveying and video inspection of the existing sewers. Draft report expected by the end of 2023. <i>2023/10/04</i>	2023/03/31								68%
→ Plan for and implement Phase 5 of Water Street Infrastructure Improvements : 100%	NEW Council Quarterly Achievements: Project completed and Prescott Street reopened to traffic on July 11. Base course asphalt and all concrete work completed before June 30. <i>2023/07/13</i>	2023/06/30								100%
→ Plan for and implement Phase 2 of Goulds Servicing - Sanitary Trunk Sewer Extension. : 100%	NEW Council Quarterly Achievements: Work substantially complete. Trunk sewer is ready for use. Connection of the forcemain to the sewage pumping station is required under the Phase 3 contract and this work is expected to be completed mid November. Trunk sewer is expected to be active before the end of Nov. 2023. <i>2023/11/08</i>	2023/07/28								99%
→ Plan for and implement Phase 3 of Goulds Servicing - Sewage Forcemain : 100%	NEW Council Quarterly Achievements: Trunk sewer completed under Phase 2 contract is now ready to connect to. Connection of the forcemain to the sewage pumping station started on November 7th. Forcemain is expected to before the end of Nov. 2023. <i>2023/11/08</i>	2023/12/15								99%
→ Develop Roadmap and Key Performance Indicators (KPIs) for Waste & Recycling	NEW Council Quarterly Achievements: Sources of data have been identified. Narrowing down on how KPIs will be reported and the frequency. <i>2023/11/02</i>	2023/12/30								80%
→ Develop a Downtown Plan - a secondary or area plan under the Envision St. John's Municipal Plan : 100%	NEW Council Quarterly Achievements: The consultants have completed all public consultation and meetings on the plan, with the exception of one group. They are working on a What We Heard report for January 2024. There have been some delays in this work, as the consultations have taken longer than expected. <i>2023/11/09</i>	2023/12/31								75%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Develop a Heritage Plan : 100%	NEW Council Quarterly Achievements: Staff are working on the draft plan. 2023/11/09	2023/12/31								83%
→ Royal Drive, Mooney Crescent, Old Petty Harbour Road - Sewer Replacement - DESIGN ONLY	NEW Council Quarterly Achievements: Collection of field information required for design is ongoing. 2023/11/08	2024/04/26								56%
→ Complete flood hazard mapping for six streams	NEW Council Quarterly Achievements: Contract awarded to Stantec and kick off meeting held on September 21, 2023. Field work and flow monitoring currently underway. 2023/11/02	2024/04/30								35%
Facilitate and create the conditions that drive the economy by being business and industry friendly; and being a location of choice for residents, businesses and visitors		2025/12/31								92%
→ Deliver on a regional Themed Signage Strategy as outlined in Roadmap 2021 : 100%	NEW Council Quarterly Achievements: Themed signage installation nearing completion with vehicular signs in downtown and downtown/airport corridor being put in place. Anticipated completion Q1, 2024. Additional pedestrian signage programming to be considered in 2024. 2023/11/02	2020/12/31								98%
→ Refresh the Arts & Cultural plan	NEW Council Quarterly Achievements: As it has been determined that the plan will need more than a refresh, staff will need to make recommendations regarding the best way to move forward and determine priority. 2023/11/14	2023/03/31								70%
→ Complete report respecting creative innovation district concept	NEW Council Quarterly Achievements: Advisory Committee reviewing report with next steps to be determined. 2023/11/09	2023/08/31								80%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Host Creative City Summit 2023	<p>NEW</p> <p>Council Quarterly Achievements: The City hosted the Creative City Summit from October 3-5, 2023 at the St. John's Convention Centre. 205 delegates attended, with every province represented. The City was responsible for planning and coordinating various components of the programming including the opening reception, arts and culture study tours, and optional evening activities for attendees. The City's Arts & Cultural Development Coordinator led the local host municipality planning committee and acted as co-chair for the national Summit planning committee.</p> <p>2023/11/14</p>	2023/10/05								100%
→ Complete Letter of Intent, deliver associated documents for regional economic development agency	<p>NEW</p> <p>Council Quarterly Achievements: Currently public call for interest in CEO role to advance regional economic development agency</p> <p>2023/11/02</p>	2023/12/31								25%
Work collaboratively to create a climate-adapted and low-carbon city		2025/12/31								94%
→ 2023 Implementation of Corporate Climate Plan	<p>NEW</p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> • Existing Building Retrofits: <ul style="list-style-type: none"> ◦ This Energy Performance Contract implementation is in progress: <ul style="list-style-type: none"> ▪ Ail infiltration (sealing) was completed at 13 City facilities. ▪ LED Lighting retrofits have been completed at 14 of 16 facilities, with only smaller items left to address. ▪ The Bowring Park Pool building now has seasonal controls to reduce seasonal energy use and 245 Freshwater has updated temperature controls. ▪ Recommissioning (process to bring systems to intended performance) process is ongoing at 10 facilities. ▪ Fuel switching: designs for fuel switching of Animal Care Centre, Buckmaster Recreation Centre, and hybrid for Public Works Depot have been finalized and equipment is in order with an implementation date of spring-fall 2024. ▪ Heat recovery units for riverhead are in the final detail design stages and implementation timeline will depend on equipment availability 2024 ◦ Brookfield Fire Station has discontinued the use of furnace oil through an operational retrofit to 	2023/12/31							85%	

Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<p>electric heating.</p> <ul style="list-style-type: none"> ◦ Railway Coastal Museum building's heating and cooling controls are upgraded to improve energy efficiency and tenant comfort. • Electrification of fleet: <ul style="list-style-type: none"> ◦ The installation of electric vehicle chargers available for future fleet use was completed for the fleet area on the second floor of City Hall. ◦ The installation at the Depot is 70% complete ◦ Two EV vehicles are expected to join the fleet this winter. One is already in operation. ◦ Electric mower pilot is at-work in Bowring Park, reducing noise and Greenhouse gas (GHG) emissions. • Reporting: GHG corporate inventory has been updated to 2021 and an information note will be provided to council. • Retscreen energy management software was implemented for 17 City building facilities to track the impact of the energy performance contract improvements. <p>2023/11/09</p>									

→ 2023 Implementation of Resilient St. John's Community Climate Plan

<p>NEW</p> <p>Council Quarterly Achievements:</p> <ul style="list-style-type: none"> • Overarching Actions: <ul style="list-style-type: none"> ◦ Efforts to integrate climate considerations in plans is ongoing. This includes the Downtown Plan, and St. John's Water System Master Plan. ◦ The Environmental and Sustainability Experts Panel identified priorities and has been working with external organization as several of these have taken direct action to move items forward. • Affordable and Efficient Buildings for All: <ul style="list-style-type: none"> ◦ The City supported proposals for: an industry-led home retrofit energy coach program, funding for the development of a pathway to accelerate adoption and support implementation of the highest feasible energy performance tiers of the national building codes, as well as deep retrofits engineering design for low-rise housing unit. All pending response from granting funding agencies. Federation of Canadian Municipalities (FCM) proposal evaluation is ongoing and expected early 2024. ◦ The City agreed to participate in an Natural Resources Canada (NRCAN) project with ReCover initiative thru the Deep Retrofit Accelerator Initiative. This project will help ReCover generate 	2023/12/31								90%
--	------------	--	--	--	--	--	--	--	-----

and share building archetype roadmaps for deep energy retrofits based on our jurisdiction's construction types, as well as share lessons learned within Atlantic Canada.





- The City is pursuing funding from NRCAN's Building Codes Accelerator Fund to support a collaborative and local economic analysis, as well as tooling and training of the municipality to inform and support the City in the evaluation of energy efficiency upper building code tiers.
- The City is pursuing NRCAN fund for deep energy retrofits in public housing, decisions expected early 2024.
- **Transportation Transformation:**
 - The City's transportation department efforts to improve active transportation are ongoing. The City continues to support pedestrian only areas and collaborate with education projects of electric vehicles.
 - Metrobus electrification feasibility study was completed and presented to the St. John's Transportation Commission (SJTC), including a proposed pilot project.
 - Efforts to inform decisions on grants for the electrification of metrobus is ongoing.
 - 14 public Level 2 EV chargers have been installed and are fully operational for public use at City owned facilities.
- **Clean energy for resilience:**
 - The exploration of Landfill Gas beneficial re-use, enabling policies by staff is ongoing. The City will engage a partner to support evaluations and next steps.
- **Disaster resilience and emergency preparedness:**
 - Climate Change considerations were incorporated in update provided to council for hazard assessment and emergency planning.

2023/11/09

A CITY THAT MOVES

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
Create a sustainable and accessible, low-carbon public transportation system : 100%		2025/12/31								84%
→ Improve the customer experience through the introduction of new smart card features (mCard and Go-Card) including automatic reloads and customer communications designed to make the system user friendly	<p>NEW</p> <p>Council Quarterly Achievements: There is one remaining feature - automatic reloads for smart cards - to be finalized before project is complete.</p> <p><i>2023/11/09</i></p>	2022/05/31								95%
→ Completion and adoption of a zero emission fleet plan for public transit	<p>NEW</p> <p>Council Quarterly Achievements: Report is completed and has been presented to the Transportation Commission and Council. Final step is formal adoption of the plan. After plan adoption, implementation plan will be actioned.</p> <p><i>2023/11/09</i></p>	2022/10/31								95%
→ Completion and adoption of an accessibility plan for transit	<p>NEW</p> <p>Council Quarterly Achievements: The Metrobus accessibility plan will be incorporated into the City's overall accessibility plan. Metrobus completed public survey and staff participated in the City of St. John's public engagement process. All required information has been gathered and provided to City staff to incorporate into the City's Accessibility Plan, due December 2023.</p> <p><i>2023/11/09</i></p>	2022/11/30								95%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
<p>→ Implement select recommendations from the Public Transit Review</p>	<p>NEW</p> <p>Council Quarterly Achievements: Several initiatives are being undertaken as part of the recommendations from the Public Transit Review:</p> <ul style="list-style-type: none"> Identify opportunities for a pilot of on-demand service on Metrobus - pilot has been implemented and expanding service areas before end of 2023. Improve transit accessibility by installing shelters at ten new locations - six of the ten shelters have been installed, with a seventh shelter being installed in November. The remaining three shelters are waiting for final permits and/or legal agreements to be completed. Once all necessary agreements are secured, the remaining shelters will be installed. Implementation of automated onboard stop announcement system to improve accessibility on all routes -Funding is approved. The onboard stop announcement and Blind Square is being implemented. Required data for configuration has been forwarded to the CNIB. Blind Square is a wayfinding app designed for people with vision loss and includes accessibility assistance by describing surroundings near bus stops and nearby areas. Disability community has been consulted and next step is to design and issue RFP. <p>2023/11/09</p>	2022/12/31								88%
<p>→ Development of a service growth strategy for public transit to respond to increased demand and help attract new customers</p>	<p>NEW</p> <p>Council Quarterly Achievements: Consultants have been selected and kickoff meeting occurring in mid November 2023 to proceed with market research and customer survey. This work will inform a service growth plan. Currently experiencing significantly higher ridership than pre-pandemic numbers, as well as a change in ridership trends.</p> <p>2023/11/09</p>	2023/10/31								20%
<p>→ Improve reliability of the public transit service by upgrading the communications system from analog to digital</p>	<p>NEW</p> <p>Council Quarterly Achievements: Radio delivery is expected in November 2023 and installation will occur before end of 2023. The switchover to the new system will take place in January 2024.</p> <p>2023/11/09</p>	2023/12/31								75%
<p>Improve safety for all users on a well-maintained street network : 100%</p>		2025/12/31								88%
<p>→ Implement the Transportation Master Plan : 100%</p>	<p>NEW</p> <p>Council Quarterly Achievements: Continuing to meet with Government of Newfoundland and Labrador to finalize the content of the travel survey.</p> <p>2023/11/09</p>	2020/04/30								75%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Goldstone St. @ Team Gushue Highway Ramps Intersection Improvements - Round-a-bouts : 100%	NEW Council Quarterly Achievements: Staff provided remaining comments on July 24, 2023. Awaiting final design drawings for review. No construction funding approved to date. <i>2023/10/04</i>	2021/12/31								99%
→ Explore Digitizing City Pavement Markings : 100%	NEW Council Quarterly Achievements: Request for information Reviewed and will proceed with Request for Proposal for Digitizing the Pavement Markings in 2024 <i>2023/11/09</i>	2021/12/31								100%
→ Update Traffic Calming Policy	NEW Council Quarterly Achievements: Policy was approved by council in quarter 2. <i>2023/07/21</i>	2022/12/31								100%
→ Complete detailed design for high crash locations to improve intersection safety : 3 Location(s)	NEW Council Quarterly Achievements: RFP was issued and detail design for all locations started, and expected completion by April 2024 <ul style="list-style-type: none"> • Thorburn Road at Goldstone Street/Seaborn Street • Kelsey Drive from TD Bank/Boston Pizza commercial access to Walmart/Home Depot commercial access • Consolidation of commercial access on Hamlyn Road near Village Shopping Centre <i>2023/11/09</i>	2023/12/31							40%	




Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Annual implementation of traffic calming projects : 8 Project(s)	<p>NEW</p> <p>Council Quarterly Achievements: 5 temporary traffic calming projects were implemented and final evaluation surveys will take place by end of 2023.</p> <ul style="list-style-type: none"> • Baird Place between Vinnycomb Street and Wicklow Street • Frecker Drive between Cowan Avenue and Hamlyn Road • Stavanger Drive between Snow's Lane and Shortall Street • Empire Avenue between Blackmarsh Road and Jensen Camp Road • Rotary Drive <p>3 permanent traffic calming projects were implemented:</p> <ul style="list-style-type: none"> • Quidi Vidi Road • Craigmillar Avenue • Southside Road. <p>2023/11/14</p>	2023/12/31								90%
→ Implement annual pedestrian crossing safety program : 3 Location(s)	<p>NEW</p> <p>Council Quarterly Achievements: Crosswalk upgrade completed for three locations.</p> <ul style="list-style-type: none"> • Queen's Road at Balsam Street • Duckworth Street at Church Hill • Military Road <p>2023/11/09</p>	2023/12/31								100%
→ Implement Accessible Pedestrian signals for 2023 : 2 Location(s)	<p>NEW</p> <p>Council Quarterly Achievements: Modelling work started and equipment ordered for implementation for both accessible pedestrian signals. Signals will be placed on Kings Bridge Road at Winter Avenue and Freshwater Road at Empire Avenue.</p> <p>2023/11/14</p>	2023/12/31								50%
→ Complete annual collision report : 100%	<p>NEW</p> <p>Council Quarterly Achievements: Information note will be brought forward to council in December. Transportation engineering staff are currently analyzing data for annual report.</p> <p>2023/11/09</p>	2023/12/31								84%


Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Implement select recommendations and actions from the Paid Parking Management Strategy	NEW Council Quarterly Achievements: It has been confirmed that ePurse will be an option in early 2024. Further conversations with Metrobus will take place to determine what benefits this may provide and if it is a viable option. <i>2023/11/10</i>	2023/12/31								67%
→ Major's Path Street Upgrading with Shared Use Path (Hebron Way to Portugal Cove Road) DESIGN ONLY	NEW Council Quarterly Achievements: Waiting on funding approval. <i>2023/07/13</i>	2024/04/26								60%
Expand and maintain a safe and accessible active transportation network : 100%		2025/12/31								68%
→ Conduct Kelly's Brook Trail design process (shared use path recommended by Bike St. John's Master Plan) : 100%	NEW Council Quarterly Achievements: Phase 1 section from Carpasian Road to Kellys Brook Park is awarded for construction. Construction to start this Fall and be completed in 2024. Remaining section from Kelly's Brook Park to Columbus Drive design is being finalized for tender in Spring 2024. The final alignment for the third and final section from Carpasian Road to King's Bridge Road is being determined and will be completed thereafter. <i>2023/10/04</i>	2021/06/30								97%
→ Annual Infill Sidewalk Program	NEW Council Quarterly Achievements: The 2022 sidewalk infill program started in October 2022 and the Mundy Pond Road section was completed. Remaining sections carried over into 2023 and is currently ongoing. The 2021 sidewalk infill program is complete. 2023 program is tendered and started with some carry over expected into 2024. <i>2023/11/08</i>	2022/12/31								94%
→ Conduct public engagement on future Shared Used Paths	NEW Council Quarterly Achievements: Completed Public Engagement for the three SUP projects. Engagement for small segment for one of the SUP project will be completed next month. <i>2023/11/09</i>	2023/10/31								100%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	Current Completion
→ Back Line Sidewalk Extension (Ridgemount Street to Sunset Street)	NEW Council Quarterly Achievements: Construction funding was initially considered for 2023-2026 Multi Year Capital Works but it was decided to apply for funding under a future program. Therefore, no construction funding to date. Design to be finalized in house. <i>2023/11/08</i>	2023/11/15								19%
→ Extend Shared Use Path (SUP) from Wishingwell Rd to Wexford St.	NEW Council Quarterly Achievements: Work tendered as part of the Streets Rehabilitation Program. Program ongoing but work not started to date on the Shared Use Path connection. <i>2023/07/13</i>	2023/12/31								15%
→ Canada Drive active transportation improvements	NEW Council Quarterly Achievements: Construction from Captain Whalen Drive to Canada Drive along Columbus Drive and on Canada Drive from Columbus Drive to Hamlyn Road is completed. Hamlyn Road to Cowan Avenue to be completed by end of 2024. <i>2023/10/04</i>	2024/12/31								80%
→ Elizabeth Avenue active transportation and roadway improvements	NEW Council Quarterly Achievements: Construction ongoing. Base course expected on Elizabeth Avenue and the SUP from Allandale Road to Westerland Road prior to the end of 2023. <i>2023/11/08</i>	2024/12/31								73%
→ Construct Kelly's Brook Shared Use Path	NEW Council Quarterly Achievements: Phase 1A (Section 1) from Carpasian Road to Kellys Brook Park is awarded for construction. Construction to start this Fall and be completed in 2024. Remaining section from Kelly's Brook Park to Columbus Drive design is being finalized for tender in Spring 2024. The final alignment for the third and final section from Carpasian Road to King's Bridge Road is being determined and will be completed thereafter. <i>2023/10/04</i>	2026/12/31								2%

A CONNECTED CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
Increase and improve opportunities for residents to connect with each other and the City : 100%		2025/12/31							100%
↳ Increase number of youth engaged in City matters through a Youth Panel : 200 People(s)	<p>NEW</p> <p>Council Quarterly Achievements: The online youth panel has achieved its target of 200 members. To date, 14 surveys have been administered on a variety of topics ranging from the City's use of social media, public transit, heritage, and housing, to name a few,. Staff are working on a rebrand of the panel to be launched in Fall 2023. The City will continue to promote the tool internally as a means of getting perspectives from 18-30-year-olds on topics of interest to them and the City, and will use communications strategies to encourage this demographic to join the panel.</p> <p><i>2023/07/20</i></p>	2022/12/31						100%	
Develop and deliver programs, services and public spaces that build safe, healthy and vibrant communities : 100%		2025/12/31							86%
↳ Roll out social marketing strategy to address Not in My Backyard (NIMBY)	<p>NEW</p> <p>Council Quarterly Achievements: Given the change in the housing market, this priority has shifted and staff are now looking at a more general housing communication strategy that includes NIMBY and other priorities. Work began in August 2023 and is ongoing.</p> <p><i>2023/11/14</i></p>	2021/12/31						40%	
↳ Galway Village Green (Phase 1)	<p>NEW</p> <p>Council Quarterly Achievements: The playground successfully opened to the public on September 18th, 2023. Substantial Completion for the project was obtained on October 5th, 2023. There is only one item that is incomplete which is beyond staff's control and that is the installation of the transformer by NL Power. Until this work is completed, the lights cannot be turned on permanently. NL Power advises they hope to have this rectified prior to year-end.</p> <p>The next phase of the project involves the installation of a splash pad and a maintenance building and public accessible washrooms.</p> <p><i>2023/11/09</i></p>	2022/11/30						100%	

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Construction of the H.G.R. Mews Centre Replacement	<p>NEW</p> <p>Council Quarterly Achievements: Based on reported progress to date, it is not anticipated that substantial completion for the project will be achieved until early April 2024. With the seasonal deficiencies outstanding for the civil works and the delays in material delivery for the building it is unlikely the grand opening of the facility will occur prior to June 2024.</p> <p>2023/11/09</p>	2023/11/30							95%
→ Upgrade Downtown Lighting to LED	<p>NEW</p> <p>Council Quarterly Achievements: Gower Street lighting is remaining and will be completed before the end of the year.</p> <p>2023/11/09</p>	2023/12/01							97%
→ Raise awareness and educate on the impact housing needs have on our community's health, sustainable growth, and economic security	<p>NEW</p> <p>Council Quarterly Achievements: Housing Needs Assessment released in August. National Housing Forum taking place in Nov 2023.</p> <p>2023/11/14</p>	2023/12/29							28%







Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
<p>→ Advance Healthy City St. John's Strategy</p>	<p>NEW</p> <p>Council Quarterly Achievements: The Healthy City Strategy Joint Leadership Team (City of St. John's staff + NL Health Services [NLHS] staff) continue to meet monthly to identify and develop initiatives and opportunities for collaboration that will further strategy goals and implementation strategies. As initiatives are identified and developed they are being captured in a formal reporting tool that:</p> <ul style="list-style-type: none"> · Provides a detailed inventory of partnerships, alignment with other related internal and external plans and strategies. · Monitor advancement of the Healthy City Strategy by the City and External Partners · Will enable reports that support evaluation and evidence-based decision making and funding applications. <p>The Healthy City Development Coordinator has been meeting with members of the Interdepartmental Healthy City Working Group to capture the work being done to support the strategy in the formal reporting tool.</p> <p>Planning for a city hosted Knowledge Exchange Event that will bring together staff from various City and NL Health Services Departments took place in Q3. Event is scheduled to occur in Q4. Staff from both organizations will share what they are doing to further the Healthy City Strategy and to identify opportunities for collaboration.</p> <p>Some highlights of the work being done to further the strategy within Q3:</p> <ul style="list-style-type: none"> · Accessibility Plan Development - Public and Key Stakeholder Engagement · Age Friendly City - Public and Key Stakeholder Engagement · Successful community garden season including hosting of intergenerational knowledge exchange, Fall Garlic Gathering Event, and receipt of Trades NL Community Grass Roots Grant to fund accessible beds and tools for the New HRG Mews Community Centre. · Work captured elsewhere in the Q3 Strategic Plan Update, such as advancement of the Resilient St. John's Community Climate Plan <p>Safety continues to be a key focus of the Healthy City Strategy. The Building Safer Communities Steering Committee has begun meeting and is helping to shape the engagement process and strategy development.</p> <p><i>2023/11/09</i></p>	2023/12/31						88%	

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	Current Completion
→ Complete detailed design for Re-imagine Churchill Square Project	<p>NEW</p> <p>Council Quarterly Achievements: RFP issued to initiate the detail design of Re-imagine Churchill Square and detail design will be completed by August 2024.</p> <p>2023/11/09</p>	2023/12/31							37%
→ Create a new Recreation Master Plan	<p>NEW</p> <p>Council Quarterly Achievements: New delivery date reflected to be end of year 2024. Public consultation planned for Nov-March 2023-24.</p> <p>2023/11/09</p>	2024/12/31							30%
→ Canada Games Track & Field & Legacy Facility	<p>NEW</p> <p>Council Quarterly Achievements: Notable progress has been made on site despite challenges related to the delivery of the Issued For Construction (IFC) drawings and specifications. All infrastructure related to the track and field drainage system has been installed and all electrical conduit has been installed for the track as well. All retaining walls are complete, and sub-grade has been achieved for both the track and field and soccer field. Due to delays with the design team and the many stakeholder interactions and sign offs required, a base course of asphalt was not completed this fall. However, there is an ample amount of time to complete both the track and field and turf installation prior to October 30th, 2024.</p> <p>Progress on the building structure has advanced as an early task. All foundations and footings are in place and walls are starting to be formed and concrete poured. Work will continue on the building over the course of the winter, and site works will cease until Spring when the asphalt plants reopen for business.</p> <p>Work has continued related to completing the equipment list and an order placed prior to an 8% increase being applied across the board, providing a significant cost savings given the overall cost of the equipment.</p> <p>The Climate Lens Assessment has been completed, fulfilling requirements of the Investing in Canada Infrastructure Plan (ICIP) Agreement.</p> <p>The City continues to work collaboratively with all stakeholder groups to achieve project completion by April 30th, 2025.</p> <p>2023/11/09</p>	2025/04/30							30%

AN EFFECTIVE CITY

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
Work with our employees to improve organizational performance through effective processes and policies : 100%		2025/12/31									88%
→ Implement bid evaluation software : 100%	<p>NEW</p> <p>Council Quarterly Achievements: This product is from the same software provider as the Supplier Performance Software. Staff expect to implement the Supplier Performance Software in the first quarter of 2024 and this software in the third quarter of 2024.</p> <p><i>2023/11/09</i></p>	2021/12/31									37%
→ Develop action plan and build capacity to support the Employee Success Program : 100%	<p>NEW</p> <p>Council Quarterly Achievements: Pilot feedback has been received and reviewed. Finalizing program and rolling it out in the fall. Action plan completed.</p> <p><i>2023/07/31</i></p>	2021/12/31									100%
→ Enhance awareness and understanding within the organization of the role of Legal Services	<p>NEW</p> <p>Council Quarterly Achievements: Legal Department is continuing to work to schedule in person training sessions.</p> <p><i>2023/11/10</i></p>	2021/12/31									76%
→ Occupational Health and Safety Program Policy Development	<p>NEW</p> <p>Council Quarterly Achievements: Drafting of a OHS Program policy is in progress. As well, working with human resources, safety staff have been able to take steps to better track and audit OHS training through Central Training Records offered by WorkPlace NL. Updates to the OHS Manual are being made to address concerns outlined in the recent internal audit. Recommendations from the CI project regarding use of external trainers has also been implemented successfully.</p> <p><i>2023/11/02</i></p>	2021/12/31									50%
→ Implement a new FDM Training Module	<p>NEW</p> <p>Council Quarterly Achievements: Module has been in production for a couple of months. Training Division find it very effective and easy to use. A couple of adjustments were made from feedback during the evaluation process. Project is now complete.</p> <p><i>2023/07/24</i></p>	2022/02/01									100%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Expand the Application of Electronic Field Notices in Regulatory Services	NEW Council Quarterly Achievements: Work was completed October 30th 2023 and the application is live. <i>2023/11/14</i>	2022/12/30				█					100%
→ Review and update by-laws	NEW Council Quarterly Achievements: The Legal Department continues to work on updating and reviewing By-Laws in accordance with organizational priorities. The Residential Property Standards By-Law draft has been reviewed by Regulatory Service, PERS and the Legal Department is working towards a final draft. The Commercial Tax By-Law is in the drafting stages based on discussions with internal stakeholders. <i>2023/11/14</i>	2022/12/30	█	█	█	█					70%
→ Develop a Support for Affordable Housing Development Policy	NEW Council Quarterly Achievements: The policy is with Legal for final review. <i>2023/11/14</i>	2022/12/31				█					78%
→ Design and implement training for staff and Councillors on the Code(s) of Conduct : 100%	NEW Council Quarterly Achievements: Council and 468 employees have received the training. <i>2023/11/10</i>	2023/06/01					█				85%
→ Design and implement orientation for Council	NEW Council Quarterly Achievements: Council orientation was completed as of September 2023. <i>2023/11/10</i>	2023/09/01					█				100%
→ Implement an inventory system for SJRFD mechanical services	NEW Council Quarterly Achievements: This initiative is currently identified as part of an audit on the Mechanical Division therefore the Department will wait on the outcome before implementing any future changes. <i>2023/11/14</i>	2023/09/30					█				0%
→ Create an internal volunteer committee	NEW Council Quarterly Achievements: Terms of reference drafted and committee held first meeting. <i>2023/11/09</i>	2023/09/30					█				100%
→ Investigate partnership with Canada Games and STEP for purchase of volunteer management database system : 100%	NEW Council Quarterly Achievements: City staff continue to work with Games staff on the system requirements, and how it can be a beneficial legacy piece post Games. <i>2023/11/09</i>	2023/11/30					█				76%


Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Develop an interactive internal paystation map	NEW Council Quarterly Achievements: Completed <i>2023/07/12</i>	2023/12/29									100%
→ Implement a new temporary permit system for City Hall Parking Garage and other permit enforced city lots	NEW Council Quarterly Achievements: • Implemented for Railway Coastal Museum, St. John's Convention Centre, and Mary Brown's Centre. • Next phase will be rollout for the City Hall Garage. <i>2023/10/23</i>	2023/12/29									75%
→ Identify and undertake initiatives to support employee engagement	NEW Council Quarterly Achievements: Continue to work with the depts on their initiatives identified and developed around the feedback from the 2021 survey. <i>2023/11/14</i>	2023/12/31									93%
→ 2023 Employee engagement survey : 100%	NEW Council Quarterly Achievements: Next employee engagement survey is deferred to Spring 2024 <i>2023/11/14</i>	2023/12/31									0%
→ Undertake Continuous Improvement Projects	NEW Council Quarterly Achievements: 4 continuous improvement projects have been completed since the last update. See CI report for details on each project including those in progress. <i>2023/08/01</i>	2023/12/31									86%
→ Develop policies, procedures & service standards to enhance Regulatory Services processes : 100%	NEW Council Quarterly Achievements: All standard operating procedures have been completed. Work almost finished on enhancing safety protocol for inspection staff. Testing ongoing. <i>2023/10/15</i>	2023/12/31									98%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Create a continuous improvement (CI) culture through ongoing training & development : 100%	<p>NEW</p> <p>Council Quarterly Achievements: Work continues to build capacity internally and support the City's continuous improvement strategy. Since the last update, a further 25 managers have received CI 101 training and a regional CI community of practice event took place in Oct. 2023 which brought together the City's training partner, Leading Edge Group, along with representatives from the health authorities and other municipalities to share and learn from each other. 20 staff from the City of St. John's attended this learning event. Work continues on the development of micro-learning to be rolled out to managers in Q 1 2024 and the completion of an inventory of processes across the organization which will guide CI efforts in 2024..</p> <p>2023/11/08</p>	2023/12/31									96%
→ Deliver employee conflict management training : 400 People(s)	<p>NEW</p> <p>Council Quarterly Achievements: Session planned for the Fall did not go ahead. Options for training sessions in the new year will be explored.</p> <p>2023/11/14</p>	2024/03/31									30%
→ Establish Information Management (IM) Governance Framework	<p>NEW</p> <p>Council Quarterly Achievements: RIM Policy and Procedure reviewed by the Records and Information Management Governance Team. Now waiting for instruction/feedback from Legal. RIM Training Module completed and reviewed by City Clerk, Corporate Information Services, and Organizational Performance and Strategy. Records and Information Management Governance Team review pending - expected before the end of the year. Currently considering best approach for when/how to launch for all City employees. Plan to eventually input into the City online learning system in 2024. Final draft of Legal and Regulatory Framework near completion - expect it to go to Legal for review and input by the end of November.</p> <p>2023/11/02</p>	2024/12/31									79%
→ Establish an Enterprise Risk Management (ERM) Framework	<p>NEW</p> <p>Council Quarterly Achievements: Draft policy is with Legal for review. Work related to Enterprise Risk Management (ERM) Frameworks continue in the Department of Public Works.</p> <ul style="list-style-type: none"> • Roads: <ul style="list-style-type: none"> ◦ The risk identification/assessment portions of this Risk Register have been completed. ◦ One final meeting to review/confirm risk treatment portion of the register is required and is being scheduled. ◦ Finalize by Nov 30th, 2023. 	2027/12/31									43%

Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
<ul style="list-style-type: none"> • Fleet: <ul style="list-style-type: none"> ◦ The risk identification/assessment portions of this Risk Register for Fleet have been completed. ◦ One final meeting to review/confirm risk treatment portion of the register is required and is being scheduled. ◦ Staffing in the department may create a delay in completing this portion of the register. ◦ Finalize by Dec 15th, 2023 • Environmental Services: <ul style="list-style-type: none"> ◦ Following our inaugural ERM discussions with the department, the Director of Environmental Services determined that the division would require separate risk registers for both waste and water management. ◦ The risk identification/assessment portions of a risk register for waste management have been completed. ◦ One outstanding item related to risk identification/assessment portion of the risk register for water and is close to completion. ◦ Goal: Receive 2nd Register (Water) by Nov 30th; Finalize both registers by Dec 15th, 2023 • City Buildings: <ul style="list-style-type: none"> ◦ The risk identification/assessment portions of this Risk Register for Fleet have been completed. ◦ One final meeting to review/confirm risk treatment portion of the register is required. ◦ Goal: Finalize by Nov 30th • Parks & Open Spaces: <ul style="list-style-type: none"> ◦ We are currently in process of setting up inaugural ERM framework discussion/meeting. ◦ Goal: Have inaugural ERM discussion/meeting by Nov 30th <p><i>2023/11/10</i></p>	2025/12/31									
<p>Ensure accountability and good governance through transparent and open decision making : 100%</p>										91%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Implement vendor performance module for bids and tenders software : 100%	<p>NEW</p> <p>Council Quarterly Achievements: Staff have worked through the issues with the software provider and expect to complete the implementation in the first quarter of 2024. Completion of the procedures will be completed this year with training and implementation to follow.</p> <p>2023/11/09</p>	2021/05/28									85%
→ Develop processes to improve reporting on all City plans and strategies	<p>NEW</p> <p>Council Quarterly Achievements: The inventory of plans and strategies is complete and consultation has taken place with plan owners across the organization and results shared with senior staff. Project leads are finalizing the list and creating online tools to better organize and manage the inventory. A series of process documents are in development to guide the following:</p> <ul style="list-style-type: none"> determining types of plans/strategies naming conventions going forward archiving plans and strategies that are no longer active links to strategic plan and other plans - results communications and information sharing regarding new plans reporting processes <p>Project is on track to be completed by end of Q 4.</p> <p>2023/11/08</p>	2023/11/30									45%
Achieve service excellence through collaboration, innovation and modernization grounded in client needs		2025/12/31									82%
→ Implement solutions software, Yardi Voyager, to improve management of applications, tenants, units, rent payments	<p>NEW</p> <p>Council Quarterly Achievements: Staff continue to work with the Vendor and IT. A go live date will be determined once some challenges are resolved with the vendor.</p> <p>2023/11/14</p>	2021/12/31									63%
→ Pilot the use of EngageStJohns.ca for planning applications requiring rezoning	<p>NEW</p> <p>Council Quarterly Achievements: The 1-year pilot has run. A report and recommendations went to Council in July 2023 for consideration. Council has approved the continuation of this project.</p> <p>2023/07/14</p>	2023/06/30									100%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
→ Plan for and launch the employee e-learning system	<p>NEW</p> <p>Council Quarterly Achievements: The City purchased a new e-learning system in late 2022. Organizational Performance and Strategy have tested the system and completed a soft launch of one management orientation module. Several other Training modules are also in development including ATIPPA, Continuous Improvement, other management orientation modules, etc. Over time, staff will transition much of the required Training to the new online system as it allows for just-in-time, self-paced delivery. The system also provides a suite of Learning modules which will allow for professional development for staff at all levels. The system makes Training and Learning delivery more efficient and timely.</p> <p>2023/07/04</p>	2023/06/30									100%
→ Using results from 2022 Resident Survey, undertake a review of public engagement platform and tools	<p>NEW</p> <p>Council Quarterly Achievements: Report is completed and has been shared with engagement project leads and senior staff for their feedback. Actions on recommendations have begun. Once communications staff capacity is available, a comprehensive communications plan will be developed to address some of the recommendations and the action plan will be finalized.</p> <p>2023/11/08</p>	2023/11/30									100%
→ Improve access to permit application information and status for stakeholders	<p>NEW</p> <p>Council Quarterly Achievements: Complete</p> <p>2023/10/15</p>	2023/12/29									100%
→ Source & Implement Citizen Request Management (CRM) System for 311	<p>NEW</p> <p>Council Quarterly Achievements: Progress has been made on creating and testing the additional workflows that were required. Working through some challenges with the vendor on the configuration of the solution. targeting a Q1 2024 go live.</p> <p>2023/11/14</p>	2023/12/31									50%
→ Advance a Digital Strategy for Online Services	<p>NEW</p> <p>Council Quarterly Achievements: Operational requirements have delayed the next step of the process in creating a questionnaire for internal staff. The questionnaire will be a focus in Q1 2024.</p> <p>2023/11/14</p>	2023/12/31									5%

Goal	Council Update	Due Date	2019	2020	2021	2022	2023	2024	2025	2026	Current Completion
<p>↳ Augment the City Archives Online Presence</p>	<p>NEW</p> <p>Council Quarterly Achievements: Monthly archival photos have been posted to the City's social media accounts since August, with increasing interest from the public (determined by comments and discussion of the photos on the platforms). The Archives and Records Management (ARM) Division has established a spreadsheet for future posts (for the next 5 years), with photos already selected for certain anniversaries/events/etc. Initial discussions have been held with Communications about adding an additional photo post a month for "unidentified" photos - photos the Archives has little to no information about, seeking information from the public. Communications is discussing the best approach.</p> <p>The Winter City Guide will have an article about the City Archives and the services it offers.</p> <p>1,935 additional archival photographs were uploaded to the website in October, making a total of 6,741 photos available via the Photo Search (Photo Search (stjohns.ca)).</p> <p><i>2023/11/02</i></p>	2024/08/31									88%

● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 --- Indirect Alignment

GOAL

Goal	Progress Update	Current Completion
Undertake Continuous Improvement Projects	Progress: 4 continuous improvement projects have been completed since the last update. See CI report for details on each project including those in progress. <i>2023/11/15</i>	86%
→ Improve the process used to obtain fleet shop supplies in Public Works : 100%	Progress: This project focused on streamlining and improving efficiency for the supply, delivery, installation, and operation of electronic vending units for shop supplies, consumables, and parts within the Fleet Services Division. This technology represents a more efficient and cost-effective supply management system, with a focus on automation, data-driven decision-making, and improved accountability and reporting. Since the installation of the vending machine employees are able to gather a portion of their parts from the vending machine thereby saving time. With the vending machine in place, employees spend an average of 14 minutes gathering parts as opposed to the regular 35.4 minutes in the previous process. This is an estimated time saved of 39.5% gathering parts. Other savings include the indirect time as forepersons no longer need to sign for parts gathered from the vending machine. <i>2023/11/10</i>	100%
→ Map and streamline the OHS training process	Progress: Updates to regulated OHS training processes and procedures have been made and a final report is in development. <i>2023/11/02</i>	90%
→ Standardize the process for class of City Buildings service requests	Progress: The new form went in to effect at the start of 2023 when requests for work fell outside regular maintenance. The form will be added to the "Work Order" page on the intranet and further direction to complete it as needed will be provided to all staff. <i>2023/11/10</i>	100%
→ Improve process for development securities intake and tracking	Progress: Future State Mapped, working with Legal on wording to Developers. <i>2023/11/10</i>	95%
→ Creation of information technology standards for procurement	Progress: Due to operational resource constraints this project has been placed on hold. <i>2023/11/14</i>	10%
→ Improve the process for traffic sign maintenance work orders	Progress: Project work is complete and the final report is being completed. Projected savings include a 43% reduction in the overall process time, a 100% reduction in paper consumption, and a savings of more than 300 hours of staff time. <i>2023/07/28</i>	95%

Goal	Progress Update	Current Completion
→ Develop standard workflows/checklists for processes in the Infrastructure Division of Public Works	Progress: Project work is complete and final documentation is required. <i>2023/11/15</i>	95%
→ Streamline the administrative process for firefighter medicals	Progress: This is on hold until Project lead returns from leave <i>2023/07/27</i>	15%
→ Streamline site transportation of walk behind asphalt saw	Progress: This project is ongoing. No significant progress since last update. <i>2023/11/03</i>	50%
→ Standardize aerial rescue documentation & training	Progress: Process documents are completed. Project lead is waiting on equipment to finalize the training for the new process and will then complete a final report. <i>2023/11/10</i>	80%
→ Reorganization of the special events storage space using the 5S tool	Progress: Some delays were experienced due to challenges in getting the project team together. The 5S steps have been completed and final documentation of the new storage area and capturing the new time to complete the task of preparing equipment for a Music@ concert is required. <i>2023/11/15</i>	90%
→ Reorganize the network drive in Waste & Recycling using the 5S tool	Progress: The drive has been mostly organized and unneeded files removed. Only a small group of files still remain to be sorted and a review of the final drive. <i>2023/11/03</i>	90%
→ Streamline volunteer training	Progress: The new welcome volunteers training presentation training session was piloted with 12 new Junior Leader volunteers for the 2023 summer programs. The measurable impact during the summer were: 1. 80% reduction in Staff Time for the Youth and Volunteer Fieldworker and Senior Counselor in training hours. Previous to this summer, staff would visit each site the first day of the placement for each individual volunteer and review training. Having one large group session eliminated this time wasted. 2. Reduced number of incidents reported to our team from site supervisors this summer. Summer of 2022 - Nine reports and one dismissal vs. Summer of 2023 three reports and zero dismissals. This displays that the retention and understanding of policy and procedures greatly improved when training was presented in this way. 3. Volunteers that were working together were able to get to know each other prior to placements. Allowed them to become more comfortable quickly. Impact and improvements will continue to be monitored as new volunteer training process is rolled out to all areas in the coming months. <i>2023/09/08</i>	100%
→ Improving the supply re-ordering process (SJFRD)	Progress: The project results in an improved, more streamlined ordering system. There was a 40% improvement in the process lead time and 52 hours of staff time saved per year. <i>2023/09/08</i>	100%

Goal	Progress Update	Current Completion
<p>→ Streamline the administration process for sports field bookings</p>	<p>Progress: Assigned staff member has been seconded to Canada Games and the project is currently on hold.</p> <p>2023/11/02</p>	<p>26%</p>
<p>→ Streamlining the insurance certificate process for special events</p>	<p>Progress: Update as of Nov 9th, 2023:</p> <ul style="list-style-type: none"> • Certificate of Insurance (COI) receipt process has been mapped. • Provision of COIs is a legal/contractual requirement. It can be difficult to streamline elements of this process as there is very little variability/wiggle room allowed in terms of what information is required when a COI is requested. • Have identified minimal ways in which the process can be streamlined. <p>2023/11/09</p>	<p>20%</p>